**OCM Case Study 1**

Your project is the implementation of a new module of an existing software system. This new module moves review of architectural plans and documents for building construction from paper to digital. This is a significant shift in the way the about 160 internal staff and an unspecified number of external users completes their work. As with any big change to how people do their work, there is some hesitation and anxiety. To help the users with the transition, you created a comprehensive OCM strategy with a set of plans including a Communication Plan, Sponsorship Roadmap, Coaching Plan, Training Plan, and Resistance Management Plan. You conducted a readiness assessment to determine the size and complexity of the change and the organization’s attitude toward change in general.

The external users are all architects and are spread across the state. Internal users are also dispersed across the state in regional offices. They are architects, engineers, technicians, and support staff. The project has one Executive Sponsor, the Deputy Director of the Department, for the duration of the project so far. You meet monthly with the Executive Sponsor to align the OCM strategy and plans with the project. He believes that managers play an important role in the adoption of the new system. While you created the OCM strategy and plans, the managers are responsible for implementing them. Your sponsor is liked by all impacted employees and is committed to the project’s success.

There is a Project Director who manages the day to day of the project. You meet with the Project Director weekly to coordinate OCM activities. The project established four working groups made of managers from impacted teams that are responsible for documenting the to-be business processes, drafting all project communications, developing manager talking points, and gathering pre-launch FAQs and Q&As. Including the managers on these working groups increased their investment in the project. They feel a sense of ownership over the change. It helps them explain the need for the change to their staff and plan for individual adoption of the new system.

In addition to the working groups, you also enlisted the help of system super-users in two of the largest regional offices. When you go live, they will provide technical assistance to their coworkers. You plan to have about a dozen go live focus groups after the first two offices implement the new module. In these sessions, you will gather feedback on the experience and use the information to improve the roll out at the next offices.

So far, the project is within scope, schedule and budget. Phase 1 is going live in just 3 weeks. The Executive Sponsor, Project Director, managers, and super users will all be involved in the Phase 1 release kick off and support of those first users through their first few weeks in the new module.